

Our **2025** Gender Pay Gap Report



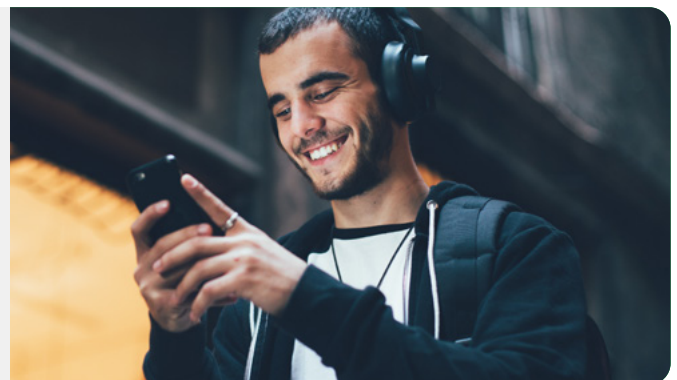
Building an inclusive culture is more than the right thing to do — it's a business imperative — a key enabler of growth and innovation, rooted in our belief that more inclusive teams deliver stronger performance. We believe global teams and inclusive cultures perform better by improving our ability to respond to the changing marketplace.

We strategically recruit talent with different skillsets, experiences, backgrounds, and perspectives necessary to deliver on our long-term strategies, including thorough strategic and educational partnerships that bring greater visibility and expertise. Our global inclusion strategy is tied to how we work, grow, and innovate. It motivates us to deepen our understanding of each other, foster greater collaboration as we work together to solve business problems, and make Assurant the best place to work.

Anchoring to our core value of common decency, we are committed to fostering an inclusive and performance-based culture that champions diversity of thought to drive growth and innovation for our people, clients, customers and communities. An inclusive workforce brings unique perspectives that strengthen our decision-making and problem-solving capabilities, enabling our ongoing transformation to effectively serve all our stakeholders.

Global inclusion and community engagement commitment

Anchoring to our core value of common decency, we remain committed to fostering an inclusive and performance-based culture that champions diversity of thought to drive growth and innovation for our people, clients, customers and communities.



We are focused on inclusion through global programming, including five Employee Resource Groups, which are open to all employees globally and provide forums for employees to raise topics that are important to them. All Employee Resource Groups are chaired by members of our Management Committee or senior leaders to reinforce commitment and engagement at the highest levels of the company.

ERGs help employees feel empowered to raise topics that matter to them, which sparks innovation through diversified thought. As we look ahead, our ERGs will continue to scale and mature and enable cross-ERG and Engagement Champion Team (ECT) collaborations for our global workforce.

More than 2,300

total active employee membership across five ERGs



Assurant Employee Resource Groups Building community and promoting belonging

To enable a sense of belonging and community Assurant have introduced a diverse set of Employee Resource Groups (ERGs) available to all employees. ERGs help employees feel empowered to raise topics that are important to underrepresented groups. Shining a light on our differences in background, perspective and experience not only fortifies a stronger Assurant, but it also leads to better business outcomes for our customers and unlocks development opportunities for our employees – while sparking opportunities for greater innovation.



Women@Assurant



Mosaic@Assurant



Pride@Assurant



Abilities@Assurant



Veterans@Assurant



Supported locally by the EU Women's Network whose purpose is to support women at work and beyond.

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What is the gender pay gap legislation?

Companies with 250 employees or more are required to publish statutory calculations every year reporting the pay and bonus gap between their male and female employees.

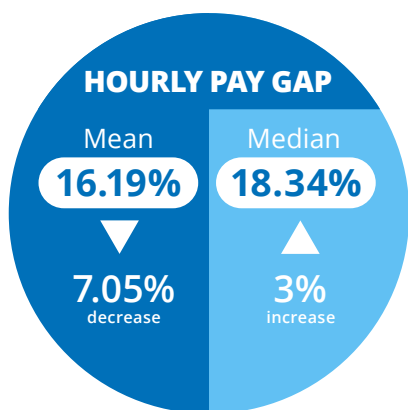
Our gender pay gap reporting is based on data taken each year on 5 April and reflects the differences in average pay between male and female employees across our organisation, regardless of role, level, or seniority. This provides an important snapshot of the overall representation of men and women at different levels of the business and highlights where we need to continue focusing our efforts.

It is important to distinguish the gender pay gap from equal pay. The gender pay gap looks at the distribution of males and females across the organisation and the resulting differences in average earnings. Equal pay, by contrast, ensures that males and females are paid the same when they are performing the same job, similar work, or work of equal value.

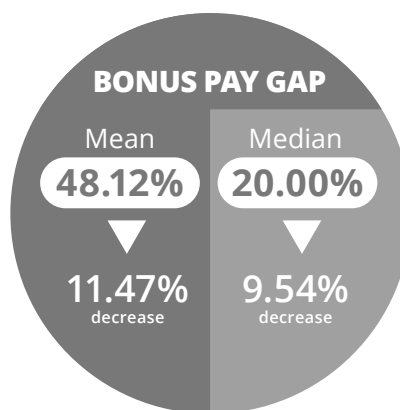
We remain committed to maintaining fair, consistent and transparent pay practices.



Lifestyle Services Group Gender Pay Gap Reporting Metrics

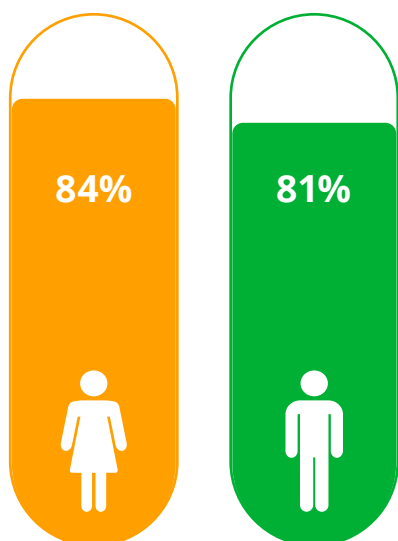


The Hourly Pay Gap represents the difference in the average hourly pay for male and female employees. This includes payments of salary and allowances.

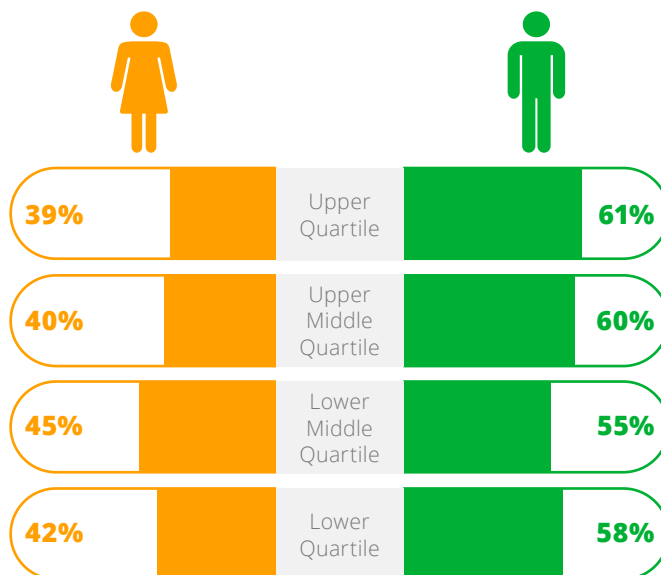


The bonus pay gap represents the difference in the average bonus pay for male and female employees.

Who receives a bonus?



Pay Quartiles

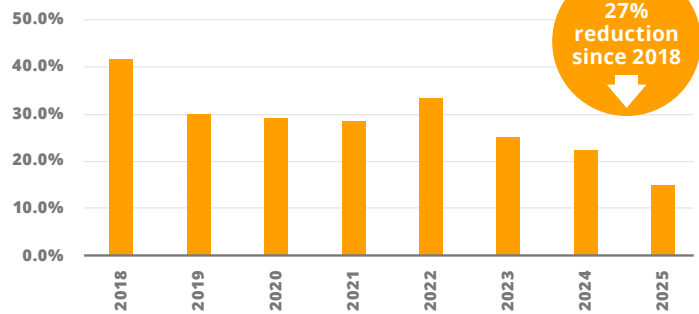


Summary of Results

We have seen a year on year increase in the gender balance of our senior leadership population, supported by key organisational changes and our continued commitment to developing internal talent. Our sustained focus on fair development and reward has contributed to a 3% uplift in female representation within the upper quartile, helping build a stronger and more balanced leadership pipeline.

While our overall trajectory remains positive — with a 27% reduction in the mean hourly pay gap since 2018 — we recognise there is more to do. This year, our median hourly pay gap has slightly increased, influenced by the opportunities created to increase balanced representation within the upper middle and upper quartiles.

Year on Year Hourly Pay Gap



UK Inclusion Progress to date

UK Inclusion Targets (2025)	Progress to date (2023)
40% of senior leadership roles are gender balanced	39% of senior leadership roles are gender balanced
50% reduction in our gender pay gap (to 15% mean hourly pay gap)	Circa 27% reduction overall (since 2018)
5% of our workforce identifies as a minority	16% of our workforce identifies as a minority
5% of our workforce to identify as disabled	10% of our workforce identifies as disabled
5% of our workforce to identify as LGBTQ+	7% of our workforce identifies as LGBTQ+

While we have made strong progress, we will continue to refine and evolve as we shape our strategy for 2026 and beyond.

Since 2017, we have enhanced our recruitment processes and policies, invested in key strategic partnerships, and embedded inclusive hiring practices across all stages of the employee journey. These changes have enabled us to attract and retain the best talent. As we move forward, our focus will centre on:

- Further strengthening our Talent Acquisition processes to access wider global talent pools.
- Identifying future leaders by building internal succession plans and deepening our approach to talent assessment.

Our EU Women’s Network continues to play a vital role in driving gender balance and fostering a culture where women can thrive. Since its launch in 2022, the network has delivered a range of initiatives aligned to its core aims of:

- Creating a safe and supportive community to share skills, knowledge, and lived experiences.
- Accelerating progress by removing barriers that may hinder women’s career success.
- Raising visibility of issues that affect women in and outside of the workplace.
- Inspiring women to reach their potential and feel empowered in their careers.

Alongside this, our partnership with Business in the Community has helped us identify development opportunities to support career progression and embed inclusive practices.

We are also proud of our ongoing partnership with a local domestic abuse charity, which reflects our commitment to the community. Through shared expertise, volunteering, fundraising, and support from the Assurant Foundation, we have been able to amplify the visibility of their services and broaden awareness across our workforce.

Collectively, these initiatives have contributed to Assurant UK retaining its certification as a Great Place to Work in 2025. We were delighted to see that 94% of employees agreed that people are treated fairly regardless of their gender, reinforcing that our actions are building an inclusive and supportive workplace for all.



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Action Plan

Our global inclusion strategy strengthens our ability to:

- Support growth and innovation
- Embed inclusivity and community engagement principles into business and people strategies to optimize impact
- Promote an inclusive culture that welcomes all employees

Action	
Talent Acquisition	<ul style="list-style-type: none"> • Evaluate current partnerships. • Continue strengthening the end-to-end Talent Acquisition journey to ensure inclusivity is embedded at every stage
Development and Retention	<ul style="list-style-type: none"> • Champion participation in career-enhancing programmes to support continued growth and development. • Create accessible learning opportunities and ensure employees are fully informed of development and progression routes.
Talent	<ul style="list-style-type: none"> • Use development plans to build a strong pipeline of future senior leaders.
Education and Awareness	<ul style="list-style-type: none"> • Maintain the EU Women's Network's momentum with a focused programme of initiatives designed to support career progression, underpinned by key performance indicators • Continue to expand support for employee health and wellbeing.
Strategic Partnerships and Community Engagement	<ul style="list-style-type: none"> • Strengthen and broaden our network of strategic partnerships to accelerate progress.
Data	<ul style="list-style-type: none"> • Conduct deeper analysis of gender pay gap drivers and provide recommendations for ongoing improvement.

the ASSURANT WAY



At Assurant, our culture is the secret of our success. We do things differently here. We call it The Assurant Way.

The four dimensions of The Assurant Way describe the things that make our company culture unique: Our purpose. Our values. Our commitments. And our vision.

Our purpose inspires us. It's the reason we exist as a company, and why the work we do each day matters to us and to the people we serve. Our values ground us. They are fundamental to who we are and how we relate to others. Our commitments propel us. These behaviours provide a clear understanding of what we can do to be successful at Assurant. Our vision unites us. By living our purpose, values and commitments, we're working together toward a common goal; creating the future of Assurant.

Being inclusive is embedded in how we lead and how we operate. One of our core commitments is to build and empower winning teams, and creating a sense of belonging for all of our employees is a key differentiator of our culture. Strengthening awareness and understanding enables us to design future tools, resources and benefits that better support and engage our workforce.

We ensure that all policies are inclusive, and we continue to raise awareness of flexible working to enable colleagues to thrive at every stage of their career. Inclusion also remains a core pillar of our European ESG strategy, and we are focused on expanding learning experiences that increase understanding and encourage inclusive behaviours across our global workforce.

As a responsible employer, we believe that inclusion is essential to driving business performance and delivering superior employee experience. We recognise the importance of investing in talent and creating an environment where all employees feel valued, supported and empowered to grow.

UK Managing Director, Connected Living

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